

# Public Document Pack

**HAMBLETON**  
**DISTRICT COUNCIL**

## **AGENDA**

Committee Administrator: Democratic Services Officer (01609 767015)

Monday, 4 January 2016

Dear Councillor

### **NOTICE OF MEETING**

Meeting              **CABINET**

Date                   **Tuesday, 12 January 2016**

Time                   **9.30 am**

Venue                 **Council Chamber, Civic Centre, Stone Cross, Northallerton**

Yours sincerely

***P. Morton.***

Phillip Morton  
Chief Executive

**To:**                   Councillors                   Councillors  
                  M S Robson (Chairman)    N A Knapton  
                  P R Wilkinson (Vice-Chairman)  B Phillips  
                  Mrs B S Fortune

Other Members of the Council for information

## **AGENDA**

## **Page No**

1. MINUTES

To confirm the decisions of the meeting held on 1 December 2015 (CA.35 - CA.45), previously circulated.

2. APOLOGIES FOR ABSENCE

Resources Management

3. TOUR DE YORKSHIRE 2016

1 - 2

The Tour de Yorkshire 2016 was announced on 9 December 2015. This report seeks approval for funding for the Council to undertake some local support work and establish a profile by funding such things as infrastructure, portals, route dressing, signage, promotional materials, stage hire, marquee rental, event photography, etc.

In accepting the recommendation, a sum of £30,000 will be allocated from the One-Off Fund to support local events associated with the Tour de Yorkshire 2015.

**Relevant Ward(s): All Wards**

4. WENSLEYDALE RAILWAY ASSOCIATION - SOCIO-ECONOMIC STUDY INTO USE OF THE RAILWAY

3 - 6

This report provides information on the plans which Wensleydale Railway Association (WRA) intend to pursue in the short and medium terms and seeks approval for funding from the Economic Development Fund to support the completion of a Socio-Economic Study to inform the future development of the Railway.

In accepting the recommendation, a grant of £11,400 will be approved to be funded from the Economic Development Strategy.

**Relevant Ward(s): All Wards**

Policy Implementation

5. CORPORATE DEBT POLICY

7 - 26

This report sets out the Council's approach to collecting and recovering debt owed to the Council by businesses and residents. The Corporate Debt Policy is attached to the report as Annex A.

In accepting the recommendation, Cabinet will approve and recommend to Council that the Corporate Debt Policy attached at Annex A of the report be approved; the new recovery methods as detailed in paragraph 1.6 of the report be adopted and note that the Write Off Policy is delegated to the S151 Officer, the Executive Director and Deputy Chief Executive as detailed in paragraph 1.13 of the report.

**Relevant Ward(s): All Wards**

6. PUBLIC OPEN SPACE, SPORT AND RECREATION PLAN

27 - 32

This report seeks endorsement of the refreshed Public Open Space, Sport and Recreation Action Plan for Bedale.

In accepting the recommendation, the Public Open Space, Sport and Recreation Action Plans attached at Annex B of the report will be endorsed.

**Relevant Ward(s): Bedale**

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
12 January 2016

**Subject:** TOUR de YORKSHIRE 2016

**All Wards**  
**Portfolio Holder for Economic Development and Finance: Councillor P R Wilkinson**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The route for the Tour de Yorkshire (TdY) 2016, the legacy cycling race which arose from the Tour de France 2014, was announced on 9 December 2015.
- 1.2 The 3 stage route will take in:-
- |       |                   |                              |
|-------|-------------------|------------------------------|
| Day 1 | Friday 29 April   | Beverley to Settle           |
| Day 2 | Saturday 30 April | Otley to Doncaster           |
| Day 3 | Sunday 1 May      | Middlesbrough to Scarborough |
- 1.3 The route on Day 3 will start in Middlesbrough taking in Great Ayton, Stokesley, Hutton Rudby, East Rounton, Northallerton, Thirsk, Sutton under Whitestonecliffe and Sutton Bank before moving through Ryedale and finishing in Scarborough.
- 1.4 Mapped details will be available at the meeting.
- 1.5 Significantly there are no responsibilities for the Council in terms of event organisation as this falls to the Police, North Yorkshire County Council and Welcome to Yorkshire.
- 1.6 In terms of costs there are none which fall to Hambleton District Council.
- 1.7 It is known, however, that businesses and communities along the route through Hambleton are planning to organise “celebration” events designed to improve the vibrancy of the market towns/villages, and it is felt that the Council should support these.
- 1.8 There are eight locations along the route where the Council could undertake some local support work and establish a profile by funding such things as infrastructure, portaloos, route dressing, signage, promotional materials, stage hire, marquee rental, event photography etc.
- 1.9 It is thought that a sum up to a maximum of £30,000 should be allocated for this purpose; to be funded from the One-Off Fund.

### **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 The purpose behind this report links the event to the business and economic priority of the Council, although it also contributes towards health and wellbeing.

### **3.0 RISK ASSESSMENT:**

- 3.1 The risks for this Council associated with this event are low.

#### **4.0 FINANCIAL IMPLICATIONS:**

4.1 The costs for Hambleton District Council are limited to supporting communities and businesses along the route. It is thought that with eight key locations a maximum of £30,000 will be needed.

#### **5.0 LEGAL IMPLICATIONS:**

5.1 There are no event or organisational responsibilities for the Council associated with this event.

#### **6.0 EQUALITY/DIVERSITY ISSUES**

6.1 The Council, through this support, will advise community groups and businesses to ensure their events and promotions are accessible to all. The funding for items such as infrastructure and signs will allow communities to make provision for young people, older people and disabled people to participate in events and watch the race in safety.

#### **7.0 RECOMMENDATION(S):**

7.1 It is recommended that a sum of £30,000 be allocated from the One-Off Fund to support local events associated with the Tour de Yorkshire 2016.

DAVID GOODWIN

**Background papers:** None  
**Author ref:** DG  
**Contact:** David Goodwin  
Executive Director  
01609 767105

120116 Tour de Yorkshire 2016

## HAMBLETON DISTRICT COUNCIL

**Report To:** Cabinet  
12 January 2016

**Subject:** WENSLEYDALE RAILWAY ASSOCIATION – SOCIO-ECONOMIC STUDY INTO  
USE OF THE RAILWAY

All Wards

Portfolio Holder for Economic Development & Finance: Councillor Peter Wilkinson

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The purpose of this report is to appraise Members of the plans which WRA intend to pursue in the short and medium terms; and to seek funding from the Economic Development Fund to support the completion of a Socio-Economic Study to inform the future development of the Railway.
- 1.2 The Association has been operating since 1990. It currently runs both diesel and steam engines between Leeming Bar and Leyburn, but has temporary stations at Redmire and Northallerton. It operates solely on volunteers and is looking to become more business-orientated by generating new streams of income to help make it more resilient financially.
- 1.3 In May 2014, Cabinet approved a capital grant of £40k from the One Off Fund towards the installation of a temporary platform at Northallerton West. This was officially opened in November 2014.
- 1.4 WRA are currently looking at two potential projects that they feel are necessary to ensure the growth and ultimate survival of the railway as a commercially viable business:
  - There is a two phase proposal for Leeming Bar. Phase 1 is to build a maintenance shed for refurbishment of diesel and steam engines. They are proposing to do this working with a private sector operator in Leeming Bar, which would enable them to offer commercial services to national rail operators. The estimated capital cost of such a facility is in the region of £500,000. Phase 2 is the development of visitor facilities with improved waiting and buffet areas.
  - In addition to this WRA have drawn up plans to develop their provision at Northallerton West with the building of a permanent platform and the reinstatement of the South Curve to join the main rail network and increase passenger use.
- 1.5 As part of their research WRA had commissioned a Socio-Economic study into the use of the railway. They have recently resurrected this piece of work, to commission an update, and hope that the outcomes of this will provide quantifiable data that can be used in support of any future funding applications to allow them to take these projects forward.
- 1.6 The cost of the Socio-Economic Study is £34,150 and to date grant funding totalling £16,399 has been secured from Richmondshire District Council and the Yorkshire Dales National Park and the Association is seeking £11,400 from the Council (see letter at Annex A).

## **2.0 LINK TO COUNCIL PRIORITIES:**

2.1 These projects are linked to and support the Council's Business & Economy priorities. Further developing the potential of WRA is a project which has been included in the Council's Economic Strategy, Hambleton 'A Place to Grow' within the Business Support Priority Theme.

## **3.0 RISK ASSESSMENT:**

3.1 The risks associated with this grant are low.

## **4.0 FINANCIAL IMPLICATIONS:**

4.1 The grant requested can be accommodated within the funding set aside in the Economic Development Fund.

## **5.0 LEGAL IMPLICATIONS:**

5.1 A funding agreement will be required between the Council and WRA, this will be through a grant offer.

## **6.0 EQUALITY/DIVERSITY ISSUES**

6.1 By supporting WRA's future development the Council will be helping to improve a local transport system that will help people in the district with no transport access employment opportunities and keep communities connected. The evidence base will consider the needs of all the community and the benefits of an extended transport system.

## **7.0 RECOMMENDATION(S):**

7.1 It is recommended that a grant of £11,400 be approved to be funded from the Economic Development Fund.

DAVID GOODWIN

**Background papers:** Letter from WRA dated 17 November 2015 (at Annex A)

**Author ref:** JC

**Contact:** Jayne Cranston  
External Funding Officer  
01609 767224

120116 Wensleydale Railway Association



## Wensleydale Railway Association (Trust) Ltd

Leeming Bar Station, Leases Road, Leeming, Northallerton DL7 9AR Tel.: Registered Charity Number 1088324 Company Number: 4094801

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17th November 2015

### Concerning: Funding for Socio-economic impact report

Dear Mr Goodwin

I am writing on behalf of the Wensleydale Railway, to request consideration of financial support towards a refreshed socio-economic impact report to be completed by Arup.

The Railway is planning an extension of its line from Redmire to Aysgarth Falls, a return to the centre of Northallerton, and a general upgrade of the line, stations and trains. It is our intention to raise the capital for these works through a Heritage Lottery Fund Landscape Partnership application of £3.5m, matched by commercial partners, share issue and general fund raising. To be successful we need to underpin the Railway's Business Development Plan with an independent socio-economic report that includes a cost benefit analysis of these proposals. We need this level of independent research and analysis to be able to make a credible application to the HLF for LP funding.

So far we have secured grants towards this of £11,400 from Richmondshire District Council and £4999 from the Yorkshire Dales National Park. Arup have offered to refresh their original report at a discounted price of £34,150. A contribution of £11,400 Hambleton District Council would be most helpful. The Wensleydale Railway will raise the balance required to commission the work.

We anticipate that the research will be completed by April 2016 and an application to the HLF will follow in May 2016.

I will be pleased to provide any further information about the research commission or the railway's development plans in general.

Yours sincerely

A handwritten signature in black ink that reads 'David Walker'.

David Walker

Trustee Wensleydale Railway Association (Trust)

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
12 January 2016

**Subject:** CORPORATE DEBT POLICY

**All Wards**  
**Portfolio Holder for Support Services: Councillor N A Knapton**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The report sets out the Council's approach to collecting and recovering debt owed to the Council by businesses and residents. The Corporate Debt Policy is attached as Annex 'A'.
- 1.2 The policy applies to Council Tax, Non Domestic Rates and Sundry Debts including Housing Benefit overpayments.
- 1.3 The aim of the policy is to develop a co-ordinated approach for a single view of customers' debt where possible and apply best practice for collecting and recovering debts owed. Consideration of the debtor's circumstances and the ability to pay will provide an opportunity for early intervention and reduce the likelihood of arrears increasing enabling the Council to apply the most appropriate recovery action when necessary.
- 1.4 The policy aims to ensure that all employees involved in the collection of debt have a consistent approach and an understanding of what that approach is. This will promote efficient and effective debt collection.
- 1.5 The policy includes existing debt recovery methods such as:
  - payment arrangements;
  - recovery from Housing Benefit;
  - attachment of earnings or state benefits or members' allowances;
  - enforcement action;
  - invoices.
- 1.6 This range of debt recovery methods limits the level of recovery that can be undertaken by officers, therefore the revised Corporate Debt Policy includes more options which are:
  - County Court Action
  - Third Party Debt Order
  - Charging Order
  - Bankruptcy
  - Committal to prison
- 1.7 Further detailed information on each option can be found in the policy attached at Annex 'A'. The individual circumstances of each case will be considered to determine the most appropriate method.
- 1.8 Due to the serious consequences of some of these recovery methods, the Council's Legal Team will be consulted (for example Charging Orders and bankruptcy applications) to determine that the considered course of action is appropriate and proportionate.

- 1.9 With regards to the level of debt that will be recovered, there is a limit to what is considered to be economically viable. **The minimum level of debt to be recovered is £5, with all debt at or below £5 being written off. This is consistent with the Council's current policy and no change is proposed.**
- 1.10 The Council recognises that although a debt is recoverable the Council can use its discretion not to recover the money due and consideration will be given to specific circumstances.
- 1.11 The Council recognises that where debts are irrecoverable it is good practice to write them off promptly and regularly. However if at any point in the future the Council becomes aware that a debt can be collected it will be re-instated where possible.
- 1.12 The Council will seek to minimise the cost of write-offs by having controls in place to limit the amount of debt that arises and taking all necessary action to recover what is due. All debts will be subject to the full collection, recovery and legal procedures as outlined in the policy.
- 1.13 Due to the operational decisions and procedures undertaken in determining the most effective recovery method the Council currently has delegated responsibility for write offs to its S151 Officer – the Executive Director and Deputy Chief Executive - who in turn has delegated a number of officers within the authority to approve write offs up to specified levels. This delegation to the S151 Officer to approve the write off of debt will continue.

## **2.0 LINKS TO COUNCIL PRIORITIES:**

- 2.1 The Council is required to collect debts from both businesses and residents. The money collected enables the Council to provide public services and monies not collected means fewer resources are available for services.

## **3.0 RISK ASSESSMENT:**

- 3.1 There are no significant risks associated with the policy.

## **4.0 FINANCIAL IMPLICATIONS:**

- 4.1 The Council recognises that all debt is recoverable; however, the policy aims to balance the potential loss of income against the cost of compliance and recovery.
- 4.2 Where it is inappropriate to take action against the debtor the delegated write off procedure will be followed as detailed in the body of the report. Where it is permissible to do so, the Council will levy and recover any costs due from the debtor.

## **5.0 LEGAL IMPLICATIONS:**

- 5.1 There are no legal implications associated with the policy.

## **6.0 EQUALITY/DIVERSITY ISSUES:**

- 6.1 The policy recognises that a consistent approach to debt does not mean simple uniformity of procedures and aims to consider the debtor's circumstances and ability to pay, maximising debtors' income where appropriate and sign posting to relevant support agencies.

**7.0 RECOMMENDATIONS:**

7.1 It is recommended that Cabinet approves and recommends that Council:

- (1) approves the Corporate Debt Policy attached at Annex 'A';
- (2) adopts the new recovery methods as detailed in paragraph 1.6; and
- (3) notes that the Write Off Policy is delegated to the S151 Officer – the Executive Director & Deputy Chief Executive as detailed in paragraph 1.13 of the report.

JUSTIN IVES

**Background papers:** None

**Author ref:** SG

**Contact:** Sue Grant  
Taxation and Benefit Manager  
Direct Line No: (01609) 767220

120116 Debt Recovery Policy

# HAMBLETON DISTRICT COUNCIL CORPORATE DEBT POLICY

## 1. INTRODUCTION

The purpose of this Corporate Debt Policy is to set out Hambleton Council's approach to collecting and recovering debt owed to us by businesses and residents.

This not only promotes efficiency, effectiveness and consistency in the collection of debt, it is an essential requirement to ensure the maximisation of revenue streams to provide resources which the Council needs to deliver services.

Money that we collect enables us to provide important public services. Income that is not collected or that takes additional effort to collect will lead to one or both of the following outcomes:

- a. Cuts in the budgets available to run Council services; or
- b. The need to generate additional income by increasing fees and charges

Sums due to the Council can be a mixture of statutory and non-statutory charges. The methods for billing and recovery of statutory debts are tightly prescribed by statute and our policy and practices must take these legislative requirements into account.

The aim is to:

- develop a co-ordinated approach for a single view of customers' debt;
- apply best practice for collecting and recovering debt to the Council;
- ensure that the debt has been raised correctly and in a timely manner;
- make sure that residents and businesses are given clearly itemised invoices or bills;
- to consider the debtor's circumstances and ability to pay fully to distinguish between the debtor who won't pay and the debtor who genuinely can't pay;
- develop triggers and measures to provide an opportunity for early intervention and reduce the likelihood of the arrears increasing;
- to improve the levels of income collected by the Council;
- to balance the potential loss of income to the Council against the cost of compliance and recovery.

This policy applies to the collection of:

- Council Tax
- Non-Domestic Rates (Business Rates / NNDR)
- Sundry Debts including Housing Benefit overpayments

## 2. GENERAL RECOVERY PRINCIPLES

The Council will take into account the following general principles in respect of recovery and enforcement to mitigate the possibilities of inappropriate action and to improve the cost effectiveness of recovery processes:

- Our action will be **proportionate and transparent and consistent in its approach**

**Consistency** – Consistency means taking a similar approach in similar circumstances to achieve similar outcomes. By adopting a consistent approach for the recovery of all debts it ensures that all debtors will be treated fairly and equally.

The Council aims to achieve consistency in:

- The advice it gives
- The use of its powers; and
- The recovery procedures used

The Council recognises that consistency does not mean simple uniformity and officers will be encouraged to take into account many variables such as:

- the size of debt outstanding;
- the social circumstances of the debtor;
- the debtor's payment history; and
- the debtor's ability to pay.

The Council welcome the involvement of debt agencies in connection with debts due to the Council and recognise the benefits that these organisations can offer both the debtor and the Council in prioritising repayments to creditors and in maximising income available to the debtor.

Equality and diversity considerations will be taken into account. Specifically staff seeking to recover debts will have regard to ensuring information is accessible through translations or sign language.

### **3. RECOVERY POLICIES COMMON TO ALL TYPES OF DEBTS:**

The Council recognises that prompt recovery action is key in managing its debt and maximising income. The Council therefore aims to make it easier for customers to pay by making sure they know:

- how they can pay;
- where they can pay;
- to quote the correct references so that their account is credited quickly and correctly.

Every demand for money will be correctly addressed to the person who is liable to pay it. The name on the demand will be that of a person or body possessing "legal personality" as far as possible based on the information available.

Demands will, wherever possible, be issued as soon as practicable and, if possible, on the day of production.

The Council will attempt at all times to use the most appropriate and effective method of debt recovery in order to maximise income.

Where the potential for a statutory discount, including Local Support for Council Tax, exists in relation to the debt efforts will be made to make the debtor aware of such opportunities and they will be assisted and encouraged to apply for these.

In cases where the debtor is deceased, recovery will be sought from the estate, except when the debtor has died intestate.

When debtors are in prison overpayments will be held in abeyance until release. If the prison sentence is 3 months or more, the debt will be written off (subject to the correct procedures), and then reinstated at a later date, if appropriate.

In the event that a debtor's whereabouts are unknown efforts will be made to trace the debtor. The Council will use various methods of tracing the individual. This will include tools such as Experian database and tracing agencies. The Council is legally entitled to request this information under the Data Protection Act Section 29 for the collection of tax.

Where an external agency is procured to assist with debt recovery the flow of information between the Council and the agency should, wherever possible, be in a secure electronic format.

Where legislation permits, the Council will seek to levy and recover from the debtor any and all costs/fees that are legitimately due from the debtor to the Authority or its agents. Only in exceptional cases, where it would not be in the public interest to pursue costs/fees, will they be waived.

Any disputes raised by a customer in respect of recovery actions taken by the Council will be dealt with by a senior member of the team responsible for the recovery of a debt. If the issue is not resolved to the customer's satisfaction and appropriate legislative appeal avenues have been utilised, the issue will be dealt with through the Council's corporate complaints system.

After applying the various procedures outlined any overpayments that are irrecoverable will be written off as per the Debt Policy.

In undertaking debt recovery it is inevitable that we will be required to pursue the recovery of arrears from residents and businesses that may experience difficulty in paying.

Where a customer is unable to pay in full the customer should contact the Council as soon as possible so:

- that Council's debt recovery staff can discuss the customers' circumstances, to provide guidance and, where possible, consider alternative repayment options such as instalments or extra time to pay;
- the Council will refer debtors to advice agencies for help with money management and debt, where appropriate;
- the outstanding amount can be cleared as quickly as the customer's finances will allow.

To ensure the effectiveness of its strategy the Council will:

- regularly monitor the level and age of debt;
- set clear targets for the recovery of debt;
- have clear written recovery procedures;
- regularly review irrecoverable debts (and those where recovery is not economic) for write off.

#### 4. **METHODS OF PAYMENT**

The Council will encourage the most cost effective payment methods with emphasis being on electronic means where possible.

The Council's preferred method of payment is Direct Debit. However, this does not prohibit accepting payment by other methods.

The Council currently accepts the following forms of payment:

- Direct Debit
- Debit / Credit Card Payments
- Via the Automated Telephone System (ATP); or
- Online via the Council's Website
- Cash
- Cheque
- BACS / CHAPS
- Standing Order

The Council will continue to explore alternative and appropriate methods to engage with debtors in the most appropriate and effective way (e.g. text, email, self-service, barcoded bills, PayPal and Allpay)

The Council does currently pass the cost of credit card charges on to those debtors who choose to pay by credit card.

#### 5. **WRITE OFFS**

The Council recognises that although a debt is recoverable the Council can use its discretion not to recover the money due. Generally write offs will fall into two categories:-

a) **Non recoverable**

This is where the law (which governs the Council's service procedures) determines that it is inappropriate to take action to recover the debt. These cases will never be reinstated

b) **Recoverable but no recovery action to be taken.**

This is where the overpayment is recoverable but the circumstances indicate that recovery would not be appropriate. These will generally fall into two categories:-

##### **Discretionary**

This would be where the Council has decided not to recover due to financial or hardship grounds or it is uneconomical to recover. Each case is decided on its own merits after consideration of individual circumstances. These cases will never be reinstated

##### **Standard**

This is applicable where the Council has exhausted all available recovery methods unsuccessfully or the debtor cannot be traced. These cases would be reinstated if circumstances changed.

The Council recognises that where debts are irrecoverable it is good practice to write them off promptly and regularly. However, if at any point in the future the Council becomes aware that a debt can be collected it will be re-instated in the accounts where possible.

The Council will seek to minimise the cost of write-offs by having controls in place to limit the amount of debt that arises and taking all necessary action to recover what is due. All debts will be subject to the full collection, recovery and legal procedures as outlined in the following appendices to this policy:

- Appendix 1 Council Tax and NNDR Recovery Policy
- Appendix 2 Housing Benefit Overpayments Recovery Policy
- Appendix 3 Sundry Debt Recovery Policy

As it is uneconomical to pursue the recovery of low value invoices due to the administrative costs involved invoices of £5.00 and under will not be pursued through the courts.

Due to the operational decisions and procedures undertaken in determining the most effective recovery method the Council has delegated responsibility for write offs to its S151 Officer, Executive Director and Deputy Chief Executive, who in turn has delegated a number of officers within the authority to approve write offs up to specified levels. The table below summarises write off authorities

<b>DEBT</b>	<b>OFFICER</b>	<b>LEVEL</b>
Council Tax, NNDR, Sundry Debts, and Housing Benefit Overpayments	S151 Officer	Above £10,000
Council Tax, NNDR, and Housing Benefit Overpayments	Head of Resources	Between £5,000 and £10,000
Sundry Debts excluding Housing Benefit Overpayments	Departments Head of Service in conjunction with Taxation and Benefit Manager	Between £5,000 and £10,000
Council Tax, NNDR and Housing Benefit Overpayments	Taxation and Benefit Manager	Below £5,000
Sundry Debts excluding Housing Benefit Overpayments	Taxation and Benefit Manager in conjunction with relevant Service Manager	Below £5,000

It is not possible to list every scenario which could make a debt suitable for write off, however, the following factors could be appropriate depending on the circumstances:

- the debt has been remitted by a Magistrate;
- the debtor is subject to formal insolvency proceedings and there is little likelihood of a dividend or repayment;
- the charge payer is deceased and there are no funds from the estate;
- the Council has evidence to confirm the debtor is suffering a severe mental or physical illness which renders enforcement action inappropriate;
- the Council is unable to trace the debtor;
- it is uneconomical to pursue the debt due to the outstanding balance being small;



- the cost of proceedings outweighs the likelihood or level of payment;
- there is insufficient or incomplete documentary evidence to back up and pursue the claim;
- the age of the debt renders it statute barred (Statute of Limitations Act).

Where debtors are pursuing personal insolvency, for example bankruptcy or a Debt Relief Order (DRO), those cases will be dealt with following the prevailing case law and regulations.

### **Council Tax and Non Domestic Rates (NNDR)**

The full rate of tax is liable to be paid unless the property, owner or occupier is eligible for a reduction or exemption. The main reasons for reductions include empty property discounts, local support for Council Tax for residents on low income, disregards, single occupancy discounts and property exemptions. Small Business Rate relief, charitable and other discretionary reliefs also apply.

Council Tax and Business Rates are payable in line with a statutory instalment scheme or by agreement. There is a legal duty placed on the Council and its Officers to collect outstanding debts in accordance with the Council Tax (Administration and Enforcement) Regulations 1992 and the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (as amended).

### **Statutory Instalments**

Everyone is entitled to pay their current year's bill by instalments. At the start of the financial year there are 10 statutory instalments April through to January inclusive. Where bills are issued during the year the number of instalments will be reduced. There is also the option to pay by 12 instalments instead of the normal ten.

The Council will bill, collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.

- Demand Notices and Adjustment Notices will be issued in accordance with regulations;
- a recovery timetable will be drawn up before the beginning of each financial year;
- reminders and final notices will be issued at least 14 days after an instalment has fallen due.

A summons to the Magistrates' Court will be issued if payment has not been made in accordance with the previously issued notice.

If settlement is still not made an application will be made to the Magistrates to grant a Liability Order. Where a Liability Order has been granted there may be additional costs awarded by the Magistrates to collect in addition to the principal debt. A Liability Order must have been applied for within six years of the bill being issued. Once the Council has obtained a Liability Order, the regulations and current case law indicates there is no time limit to pursuing the debt.

Following the granting of a Liability Order, the debtor will be given an opportunity to make a suitable payment arrangement. Should the debtor not make an arrangement or default on a payment arrangement the following recovery action(s) can be taken. The recovery action(s) will be dependent on the circumstances of the individual case

### **Payment Arrangement**

We will consider any proposals from defaulters who wish to make a payment arrangement and we will treat each case on its merits. However, we will always seek to recover the amount due as soon as possible and will usually protect our position in such cases by obtaining a Liability Order at the Magistrates' Court as previously stated in an earlier paragraph.

## **Attachment of Earnings**

This is an Order sent to the liable person's employer instructing them to make deductions direct from the employee's earnings and to forward these payments to the Council. The amount of the deduction is determined by legislation.

Once the Council Tax Attachment of Earnings Order has been served the employer is able to deduct £1 towards administrative costs for each deduction.

The Attachment of Earnings is a legal document and an employer could be liable for a fine if they fail to comply.

## **Attachment to Members Allowances**

If the debtor is a Member of Hambleton District Council then payment of the debt may be secured via an attachment to his/her Member's Allowance. This is undertaken following consultation with the S151 Officer- Executive Director and Deputy Chief Executive.

The attachment operates under the following rules:

- 40% of the allowance is attachable
- The allowances of Members of any of the following authorities may be attached:
  - billing authority
  - County Council
  - certain Police Authorities
  - London and Metropolitan Fire and Civil Defence Authorities

## **Deductions from Income Support, Job Seeker's Allowance and Employment Support Allowance**

If the liable person is in receipt of the prescribed allowance then the Council can apply directly to the Department for Work and Pensions requesting a deduction from these benefits.

## **Enforcement warning**

Before passing a debt to the Enforcement Agents, the Council will make every effort to contact the debtor in order to discuss a suitable payment arrangement and obtain income details including employer/benefit information etc. where applicable. This could include ringing and/or emailing the debtor.

If we do not know the debtor's employer, or we have considered that an attachment of earnings is not appropriate, or we are unable to make a request for deductions from benefit and no special payment arrangement has been agreed, a final enforcement warning letter will be issued. This gives the debtor 7 days in which to pay the debt in full or contact the Council with details of their employment, benefit or other income without delay.

## **Enforcement Agents**

There are three separate stages called compliance, enforcement and sale. Enforcement Agents are allowed to charge a fee for each stage of the process of taking action against the debtor. These fees have been set by statute and are non negotiable.

Compliance fees are incurred when the Enforcement Agent contacts the debtor requesting payment and issuing an enforcement notice.

Enforcement fees are applied if the Enforcement Agent visits a property to take control of goods. Sale fees will be levied in regards to disposal or sale of goods.

### **Charging Orders**

A Charging Order can be applied for at the courts and if successful would be placed on a property to secure the debt. This means that when the property is sold the proceeds would go towards the Council's debt as a priority.

This could be used if the property was intended to be sold.

Alternatively we can request a Force Sale Order which if successful would mean the property would have to be put on the market.

### **Bankruptcy/Liquidation**

This action would be considered if there are sufficient assets to realise and meet the outstanding debt and the debt exceeds that required by legislation. This is one of the final options that the Council would consider.

### **Committal**

If the debt is still outstanding and the liable person does not have sufficient assets to meet the outstanding debt then one of the final options would be to apply for a summons to be issued for the debtor to appear before the Magistrates for an enquiry into his or her means.

If the debtor does not attend court the Council will apply for an arrest warrant and bail initially and then without bail if the debtor again fails to attend.

The arrest warrant with bail will be hand delivered to the debtor and it will specify a time to appear at court. Additional costs incurred will be charged to the debtor.

The arrest warrant without bail will require immediate arrest of the debtor who will be taken and detained pending the hearing at court.

Such action could result in a maximum prison sentence of three months. Recovery of the outstanding debt will continue.

**HOUSING BENEFIT OVERPAYMENTS**

A Housing Benefit overpayment occurs when someone has been paid more benefit than they are entitled to. The Council's Benefit Section applies the relevant legislation to calculate overpayments and determines whether amounts overpaid are recoverable and, if so, who they should be recovered from. The Benefits Section also determines whether the overpayment will be recovered by making deductions from a claimant's on-going Housing Benefit payments or through the issue of an invoice. The Benefit Section issues decision letters advising those affected of overpayments.

There is a formal appeals process which is detailed in the Housing Benefit legislation. An appeal can be made regarding the amount and reason for the overpayment as well as the decision from whom recovery will be sought.

The decision whether a recoverable overpayment should be recovered, or the method by which an overpayment is recovered, are not decisions that are subject to the appeals process. Appeals are dealt with by the Benefits Section.

Recovery of Housing Benefits overpayments will commence immediately upon the identification of an overpayment. If the liable party wishes to appeal the overpayment recovery may be held in abeyance pending the outcome of the Tribunal hearing.

The full amount of the overpayment will be recovered, unless, after having regard to the health, personal and financial circumstances of the debtor it is deemed that a lesser amount would be more appropriate. In these instances, the decision will be documented and approved by the Taxation and Benefit Manager

Consideration will always be given to the amount of the debt, the cost of action, and the likely outcome of the action. Efforts of staff to recover overpayments should follow the most appropriate action depending on the individual circumstances of that case. Staff will follow the internal Overpayment Recovery Policy and methods used will be appropriate, efficient and focused at the least cost to the Council.

There are several different methods of recovery available to the Council. In deciding the most appropriate method it is important to note whether or not the liable person is a claimant or a landlord as there are different methods of recovery available. Methods of recovery available relating to individuals are shown below. These methods will generally be applied in this order of priority:

**Deductions from Housing Benefit Arrears**

The Council will make deductions from any arrears of Housing Benefit owed to the debtor.

**Deductions from Ongoing Housing Benefit**

The Council will recover amounts due by making deductions from any ongoing Housing Benefit that the debtor is entitled to

For ongoing Housing Benefit deductions, the legislative rates will be used. The Council is obliged to have due regard to the debtor's circumstances to ensure that undue hardship is not caused.

Debtors are invited to contact the Council to negotiate lower deductions if they are able to demonstrate financial hardship. In these instances, the debtor will be required to provide details of income and expenditure together with supporting documentation. A decision will then be made as to an appropriate rate.

Regulations state that in all cases, a minimum of 50p per week of Housing Benefit must still be paid to the claimant.

### **Deductions from other benefits due to be paid either by other councils or the DWP**

Housing Benefit legislation provides that overpaid Housing Benefit may also be recovered from deductions from some State paid benefits (e.g. Employment and Support Allowance etc.).

Councils are also able to made deductions from Housing Benefit payments to recover overpayments owed to other Councils. However, it should be noted that this is not mandatory and some Councils may refuse to recover overpayments.

### **Direct Earnings Attachment**

This is an Order sent to the liable person's employer instructing them to make deductions direct from the employee's earnings and to forward these payments to the Council. The amount of the deduction is determined by legislation.

Once the Attachment of Earnings Order has been served the employer is able to deduct £1 towards administrative costs for each deduction.

The Attachment of Earnings is a legal document and an employer could be liable for a fine if they fail to comply.

### **Invoice**

The individual will only be issued with an invoice where the Housing Benefit overpayment cannot be recovered by any other prescribed action and will be expected to contact the Council to arrange suitable payment terms if they are unable to settle the invoice in full. Refer to Sundry Debt Policy (Appendix C)

### **Instalment arrangements**

The Council's standard income and expenditure form must be completed to assist in agreeing a suitable repayment plan. Instalment agreements will be subject to a review at least once a year and more often if a debtor's circumstances change. If a debtor fails to keep to any instalment plan agreed with them then we may take action to seek repayment by another method of debt enforcement. We will always seek to maintain contact with a debtor about any repayment problems but if the debtor fails to co-operate or does not respond we may take whatever measures are reasonable to enforce recovery of the debt.

### **External Collection Agents / enforcement agents**

External Collection Agents are used if other methods are either unavailable or unsuccessful or there is a difficulty engaging with the debtor. Benefit claims continue to be reviewed whilst cases are with an external agent as it may be beneficial to recover the overpayment from on-going Housing Benefit if they have reclaimed after the case was referred externally.

### **Court Action**

The Council may pursue the debt via the County Court. Such action must be brought within the six year time limit prescribed by the Limitations Act 1980. Where an order is granted by the court then further enforcement action can be taken. The following options will be considered:-

### **Third party Debt Order**

This can be applied for at the courts. If successful the order allows the Council to take the money owed from whoever holds the money, such as a bank or building society or employer if redundancy payments are due.

### **Charging Orders**

A Charging Order can be applied for at the courts and if successful would be placed on a property to secure the debt. This means that when the property is sold the proceeds would go towards the Council's debt as a priority.

This could be used if the property was intended to be sold.

Alternatively we can request a Force Sale Order which if successful would mean the property would have to be put on the market.

### **Bankruptcy/Liquidation**

This action would be considered if there are sufficient assets to realise and meet the outstanding debt and the debt exceeds that required by legislation. This is one of the final options that the Council would consider.

Where debtors are pursuing personal insolvency, for example bankruptcy or a Debt Relief Order (DRO), those cases will be dealt with following the prevailing case law and regulations. Cases where the debtor has a debt which is the result of "proven fraud" will be excluded from any bankruptcies and DROs.

### **Recovery from landlords**

There are several methods of recovery available relating to landlord overpayments which are shown below. These methods will usually be applied in the following order:-

#### **Deductions from direct payments of Housing Benefit**

The overpayment is recovered from the Housing Benefit payments issued on behalf of the tenant directly to the landlord This can be from a single payment or a series of payments

#### **Deductions from Housing Benefit paid to that landlord in respect of other tenants' benefit (landlord recovery only)**

Overpayments made to a landlord or agent can be recovered from Housing Benefit paid to a landlord or agent. This includes recovering Housing Benefit payments paid directly to a landlord in respect of other tenants.

#### **Deductions from the landlords own Housing Benefit or prescribed state benefits**

This method can only be used when recovery could be made by deductions from any benefits the landlord is entitled to.

#### **Invoicing**

The landlord will be issued with an invoice and will be expected to contact the Council to arrange suitable payment terms if they are unable to settle the invoice in full. Refer to Sundry Debt Policy (Appendix C)

## **Instalment arrangements**

The Council's standard income and expenditure form must be completed to assist in agreeing a suitable repayment plan. Instalment agreements will be subject to a review at least once a year and more often if a debtor's circumstances change. If a debtor fails to keep to any instalment plan agreed with them then we may take action to seek repayment by another method of debt enforcement. We will always seek to maintain contact with a debtor about any repayment problems but if the debtor fails to co-operate or does not respond we may take whatever measures are reasonable to enforce recovery of the debt.

## **External Collection Agents**

External Collection Agents are used if other methods are either unavailable or unsuccessful or there is a difficulty engaging with the debtor. Benefit claims continue to be reviewed whilst cases are with an external agent as it may be beneficial to recover the overpayment from on-going Housing Benefit if they have reclaimed after the case was referred externally.

## **Court Action**

The Council may pursue the debt via the County Court. Such action must be brought within the six year time limit prescribed by the Limitations Act 1980. Where an Order is granted by the court then further enforcement action can be taken. The following options will be considered:-

### **Third party Debt Order**

This can be applied for at the courts. If successful the Order allows the Council to take the money owed from whoever holds the money, such as a bank or building society or employer if redundancy payments are due.

### **Charging Orders**

A Charging Order can be applied for at the courts and if successful would be placed on a property to secure the debt. This means that when the property is sold the proceeds would go towards the Council's debt as a priority.

This could be used if the property was intended to be sold.

Alternatively we can request a Force Sale Order which if successful would mean the property would have to be put on the market.

### **Bankruptcy/Liquidation**

This action would be considered if there are sufficient assets to realise and meet the outstanding debt and the debt exceeds that required by legislation. This is one of the final options that the Council would consider.

Where debtors are pursuing personal insolvency, for example bankruptcy or a Debt Relief Order (DRO), those cases will be dealt with following the prevailing case law and regulations. Cases where the debtor has a debt which is the result of "proven fraud" will be excluded from any bankruptcies and DROs.



### **Sundry Debtors**

Sundry Debtor invoices are issued for various types of debt across the Council such as:

Licences, Industrial Units, Trade Waste, Leisure, Housing Benefit overpayments, water sampling, and other ad hoc bills.

Recovery of these debts is either governed by statute or civil debt procedures. Service areas within the Council are responsible for raising the charges / invoices initially. Service areas are also responsible for issuing credit notes where applicable and corresponding with debtors in regards to disputes or queries relating to the validity of the debt.

The Council will always raise invoices for all values. Recovery action on any outstanding debts will be balanced against the value of the debt and the administrative costs involved (except where there is a statutory requirement to do so) as it would not be cost effective to pursue low debts through the Court.

The Council will rigorously pursue debtors, and will avoid entering into contracts with persons or organisations that are likely to become bad debtors. Where it is known that an individual, company or organisation has a poor payment history the Council should not engage in any form of business with those prospective debtors.

Where an invoice is raised, the Council's standard terms for payment apply, unless otherwise stated.

If an invoice is not paid within 28 days of issue, a reminder notice is sent.

If payment is not made within 14 days of the reminder notice a Final Notice is issued informing the debtor the matter is being passed to the Council's Recovery Section.

The Recovery Section will issue a 'Warning of Court Action' letter one month after the Final Notice.

Where a debtor fails to respond to the 'Warning of Court Action' the Council will contact debtors for repayment of the invoice. Where repayment is not made in full there are several different methods of recovery available to the Council. In deciding the most appropriate method it is important to establish what information is available about the debtor. All statutory methods of enforcement will be available for use including:

### **Instalment arrangements**

The Council's standard income and expenditure form must be completed to assist in agreeing a suitable repayment plan. Instalment agreements will be subject to a review at least once a year and more often if a debtor's circumstances change. If a debtor fails to keep to any instalment plan agreed with them then we may take action to seek repayment by another method of debt enforcement. We will always seek to maintain contact with a debtor about any repayment problems but if the debtor fails to co-operate or does not respond we may take whatever measures are reasonable to enforce recovery of the debt.

### **External Collection Agents / enforcement agents**

External Collection Agents are used if other methods are either unavailable or unsuccessful or there is a difficulty engaging with the debtor. Cases should be reviewed whilst cases are with an external agent as the Council may obtain updated information which would identify a more effective method of recovery.

## **County Court Action**

Councils are able to use a “fast tracking” procedure to obtain Judgment (CCJ).

The County Court is involved in enforcing (collecting) overpayments and if it grants an order it can be enforced as if it were a County Court judgment. A copy of the Order will be sent to the Council and the debtor.

Although there is no right of appeal to the Court against the overpayment, an application for the setting aside of an Order (CCJ) can be made. For example, if the Benefit notification is defective or appeal rights are ignored by the Council.

The costs incurred in obtaining a Court Order will be recharged to the debtor.

## **Further Legal Action**

Once Judgment has been obtained and no payments are made further legal action then becomes available. The action chosen will depend upon the debtor’s willingness to repay and after taking account of their individual circumstances. Options for further action include: -

### **Order to obtain information**

This Order will provide the Council with financial details of the debtor to help determine what enforcement action to take. The debtor will be questioned under oath or affirmation. The debtor may be sent prison for disobeying the Court Order.

### **Attachment of Earnings Order**

This is an order sent to the liable person’s employer instructing them to make deductions direct from the employee’s earnings and to forward these payments to the Council. The amount of the deduction is determined by legislation.

Once the Attachment of Earnings Order has been served the employer is able to deduct £1 towards administrative costs for each deduction.

The Attachment of Earnings is a legal document and an employer could be liable for a fine if they fail to comply.

### **Third party Debt Order**

This can be applied for at the Courts. If successful the Order allows the Council to take the money owed from whoever holds the money, such as a bank or building society or employer if redundancy payments are due.

### **Charging Orders**

A Charging Order can be applied for at the Courts and if successful would be placed on a property to secure the debt. This means that when the property is sold the proceeds would go towards the Council’s debt as a priority.

This could be used if the property was intended to be sold.

Alternatively we can request a Force Sale Order which if successful would mean the property would have to be put on the market.

## **Bankruptcy/ Liquidation**

This action would be considered if there are sufficient assets to realise and meet the outstanding debt and the debt exceeds that required by legislation. This is one of the final options that the Council would consider.

Where debtors are pursuing personal insolvency, for example bankruptcy or a Debt Relief Order (DRO), those cases will be dealt with following the prevailing case law and regulations.

Contact details for advice and support:

Some people or businesses may require the assistance of one of the following:

The Citizens Advice Bureau - for personal debt and housing advice

Tel 03444 111 444

[www.citizensadvice.org.uk](http://www.citizensadvice.org.uk)

Step-Change Debt Charity (Formerly: Consumer Credit Counselling Service)

Tel 0800 138 1111

[www.stepchange.org](http://www.stepchange.org)

Age UK for independent advice on benefits / financial concerns

Tel 0800 169 2081

[www.ageuk.org.uk](http://www.ageuk.org.uk)

Money Advice Service

Tel 0300 500 5000

[www.moneyadviceservice.org.uk](http://www.moneyadviceservice.org.uk)

The National Debt Line

Tel 0808 808 4000

[www.nationaldebtline.co.uk](http://www.nationaldebtline.co.uk)

### **Free, confidential help and advice for Businesses can be found at:**

Business Debt Line

Tel 0800 197 6026

[www.businessdebtline.org](http://www.businessdebtline.org)

Customers are advised to use care and check for fees and charges when selecting any of these services.

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
12 January 2016

**Subject:** PUBLIC OPEN SPACE, SPORT AND RECREATION ACTION PLANS

**Bedale Ward**  
**Portfolio Holder for Customer and Leisure Services: Councillor Mrs B S Fortune**

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### **1.0 PURPOSE AND BACKGROUND:**

1.1 The Council's policy is to endorse Public Open Space, Sport and Recreation Sub Area Action Plans to provide a more strategic and efficient process for allocating future Section 106 monies (see Annex A) either from Local Development Framework allocations or windfall sites.

1.2 The purpose of this report is to endorse the refreshed Public Open Space, Sport and Recreation Action Plan for Bedale.

1.3 The Council's policy states that each Action Plan must comply with the following:

- Ascertain what is already provided
- Consider public open space, sport and recreation projects that are included in the local Community or Parish Plan to identify existing need
- Includes consultation with community groups that manage public open space, sport or recreation facilities to identify future need
- Includes consultation with the District Council Elected Member(s) and the local Area Partnership
- Meet the obligations of Public Open Space, Sport and Recreation Supplementary Planning Document
- Is signed off by a Council Director

The Action Plan detailed in 1.2 meet this criterion.

1.4 A copy of the Action Plan is detailed in 1.2 are available at Annex B.

### **2.0 LINK TO COUNCIL PRIORITIES:**

2.1 This links primarily to the health and wellbeing priority of the Council.

### **3.0 RISK ASSESSMENT**

3.1 Risk has been considered as part of this report and there are no risks identified as a result.

### **4.0 FINANCIAL IMPLICATIONS:**

4.1 The main method of delivery of Section 106 allocations is to passport external funding from developers to community groups. Funds will not be committed or released to organisations until the Council has received the monies from the developer.

4.2 Action Plans will be subject to 12 monthly reviews to determine progress to ensure that the projects are still relevant and viable.

**5.0 LEGAL IMPLICATIONS:**

5.1 There is a legal responsibility upon the Council to ensure this funding is used in a way consistent with the individual Section 106 Agreements.

**6.0 SECTION 17 CRIME AND DISORDER ACT 1998:**

6.1 Some of these projects have the potential to reduce crime and disorder through providing diversionary activity for young people.

**7.0 EQUALITY/DIVERSITY ISSUES:**

7.1 All projects in receipt of this funding should have equal access and be available for the general public to use.

**8.0 RECOMMENDATION:**

8.1 It is recommended that the Public Open Space, Sport and Recreation Action Plan in Annex B be endorsed.

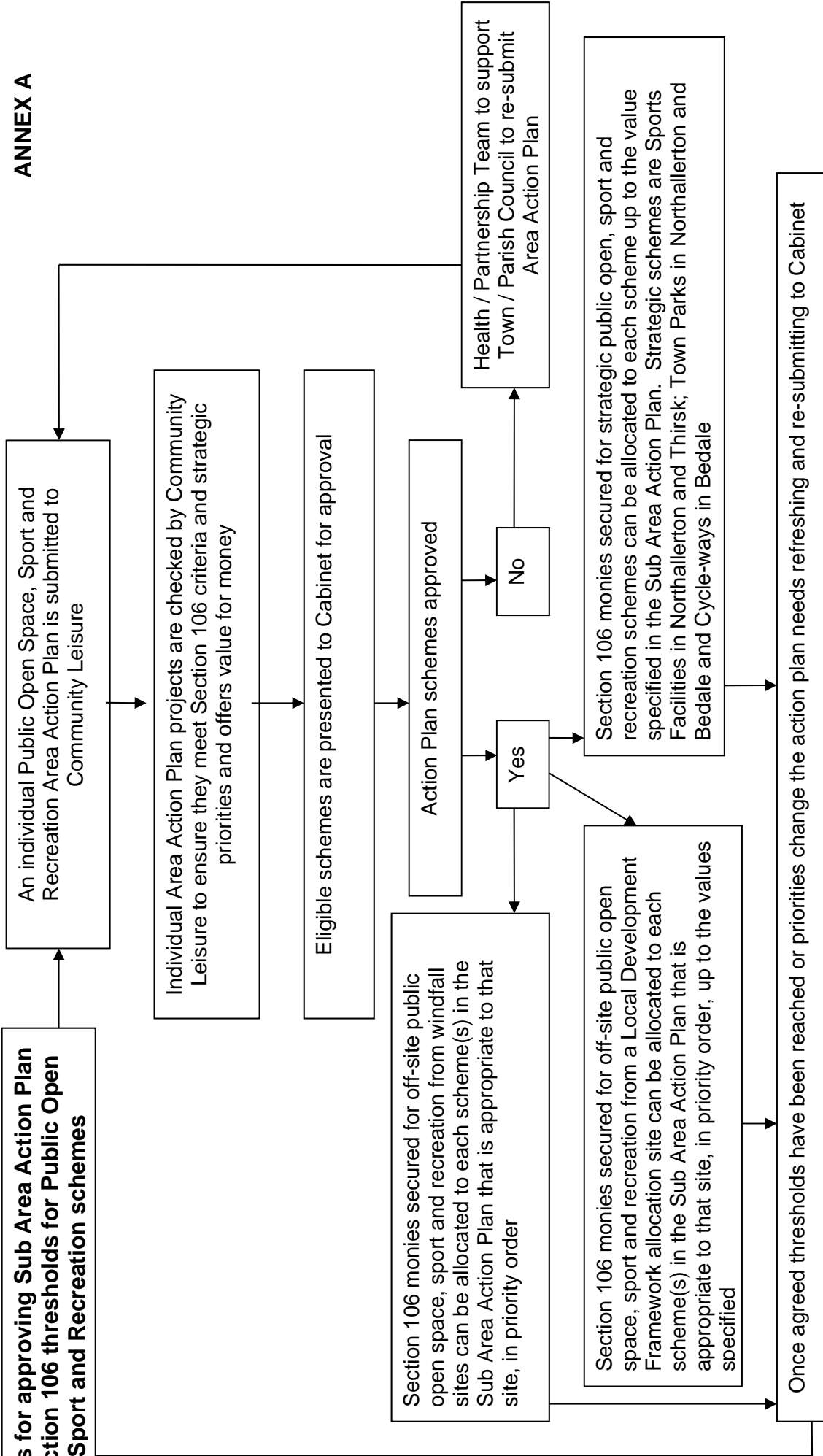
DAVE GOODWIN

**Background papers:** Hambleton Local Development Framework – Open Space, Sport and Recreation Supplementary Planning Document

**Author ref:** DRG

**Contact:** Dave Goodwin  
Director – Customer and Leisure Services  
01609 767147

120116 Public Open Space Sport & Recreation with Annexes



PUBLIC OPEN SPACE, SPORT AND RECREATION ACTION PLAN – BEDALE (REFRESH 12/01/16)

What POS / Sport / Recreation facilities do you have already?	Managing organisation and contact details	Future actions	How do you know there is a need for this project?	Estimated cost (£)	Community Priority (1 = highest priority)
Multi-sports Club; Football Club; Leisure Centre; Floodlit pitch; public open space; play areas; allotments					
Public Art	Hambleton District Council	Installation of a piece of public art in the gateway car park	Feedback from the Bedale and Villages Community Plan Forum	£35,000	1
Public Art	Bedale and Villages Community Plan Forum	Installation of an arts trail to link the gateway car park, High Street and station – linking into the cycleway to Aiskew	Feedback from the Bedale and Villages Community Plan Forum	£25,000	2
Footpath improvements	Bedale Town Council	To secure the deteriorating footpath forming part of the public right of way alongside Bedale beck and to improve the surface of the footpath leading from Masham Road through to Calvert Way and Pinewood Grove	Both footpaths are well used, the former providing significant amenity value for residents and visitors to the town	£7,000	3
Football Club	Bedale Junior Football Club	Fencing scheme to wire fence the perimeter and fencing across land to separate pitches from the clubhouse.	To improve ball retrieval and to create a clear distinction of where a ball can and cannot be kicked meaning less damage and giving coaches/parents a clear instruction to the children.	£10,000	4



What POS / Sport / Recreation facilities do you have already?	Managing organisation and contact details	Future actions	How do you know there is a need for this project?	Estimated cost (£)	Community Priority (1 = highest priority)
Additional seating provision in Bedale Park	Bedale Town Council	Purchase and installation of 5 benches in Bedale Park	Feedback from users and observations of the park	£4,000	5
Installation of play equipment on the Burrill Road public open space	Bedale Town Council	A new play facility for 5-14 year olds.	The Burrill Road estate public open space has no provision for play equipment	£35,000	6
Football Club	Bedale Junior Football Club	Shelter areas	To encourage parents to watch the game during inclement weather to help retain community involvement and volunteering	£3,000	7
Football Club	Bedale Junior Football Club	Landscaping equipment	Strimming equipment and recycling bins to improve the environment of the site	£420	8
Football Club	Bedale Junior Football Club	Install floodlighting to maximise use of land	To address capacity issues in training at Leisure Centre over the winter. Purchasing portable floodlighting is a lower cost, simpler and flexible option.	£3,400	9
Other public space	North Yorkshire County Council	To provide a town centre feature area to the front of the post office, Market Place	Identified by the Bedale and Villages Community Forum as one of the key targets for the continuing development of the town and has been supported by the Town Council.	£150,000	10

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